VISION 2023

California Technology Strategic Plan

Research Findings and Insights

Prepared by Very Little Gravitas

for the California Department of Technology

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VISION 2023

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Vendors who have done business with the State of California

2. We are a:

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Vision 2023 CIO survey

Executive Summary

The California Department of Technology partnered with Very Little Gravitas (VLG) to explore the future of technology as a tool to serve Californians. The research team wanted to understand where leaders and staff find barriers in using technology to its fullest potential, and uncover the best ways to remove barriers, to craft a vision for the next stage of technology innovation in state government.

The real experts on barriers and opportunities for the use of IT are the people who experience them every day — state staff, leadership, and the vendor community. We set out to understand and contextualize those experiences to identify patterns and provide informed recommendations. This is what we heard.

- **California State IT leaders are notably consistent in their hopes and concerns related to technology.** They share bold ideas of how technology can be used, and they face different facets of similar larger challenges.
- **Available technology tools and training vary considerably across agencies.** Establishing a more ambitious baseline of tool availability and access to training will be crucial for the state to move forward.
- **The burden to compete is substantial for vendors.** For smaller and newer companies, the bidding requirements for providing technology services are significant, and likely prohibitive, with onerous paperwork.
- **Collaboration within and across government for technology workers internally is crucial to the delivery of digital services *for end users*.** Because making decisions based on end user outcomes was consistently identified as a priority of IT leaders over the next 3 years, it's crucial to address the obstacles to improving

services for end users. This means making it much easier to collaborate across departments, automating more manual processes, and making sure employees have access to basic technology and training that meets their needs.

- **Government products need dedicated, empowered teams and processes that are able to support continuous improvement.** We frequently heard that the only way to call attention to the need for improvements is through a crisis. And indeed, our two most significant recent success stories were born from crises. To allow digital service delivery teams to prioritize more frequent, smaller iterations and better outcomes for Californians, these teams will need consistent advice and support from CDT, as well as reduced barriers (like funding for non-emergency improvements other than those traditionally covered by maintenance and operations work).

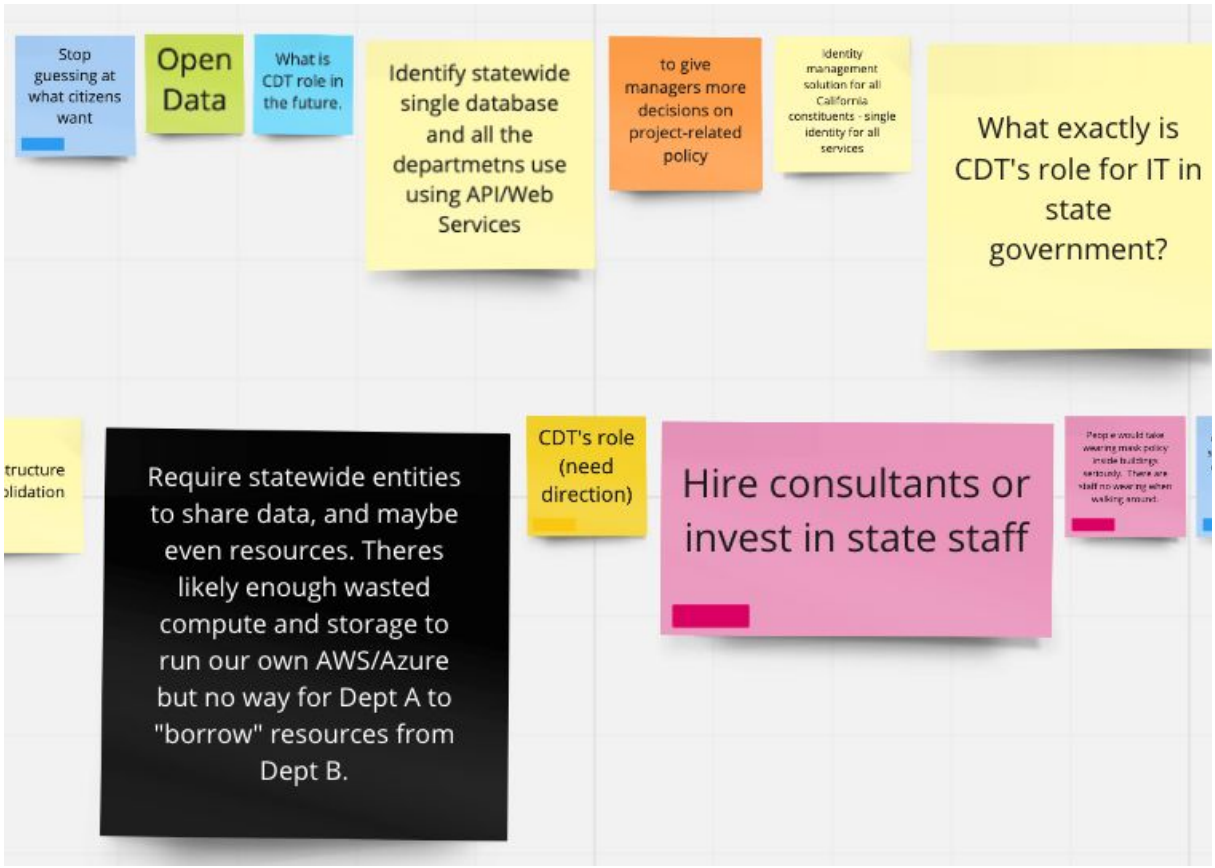
This report documents the research approach, methodology, and conclusions that inform Vision 2023.

Methodology

CDT aimed to found Vision 2023 on the real hopes, fears, and working conditions of California state employees and leaders. To better understand them, the research team identified core research questions to pose to a varied group of stakeholders.

We began by interviewing more than 60 CIOs, agency leaders, and legislative and local government stakeholders to understand how technology could better serve their missions, and the California public, over the next 3 years. These candid, wide-ranging interviews lasted about one hour each, and began with an overview of each agency's mission and how technology plays a role in it. From there, we moved on to questions about any barriers to using technology to serve the public in the way each leader wants, and how they see different inside and outside factors playing into effectiveness. These in-depth interviews informed the questions we asked of other groups and formed the backbone of our recommendations.

We conducted a group brainstorming session with about 160 supervisors and managers who deal with technology. Using an online whiteboard tool, we asked the leaders to expand on visions and risks for the future by considering what seems impossible to achieve by 2025, and what open technology issues leadership should address.



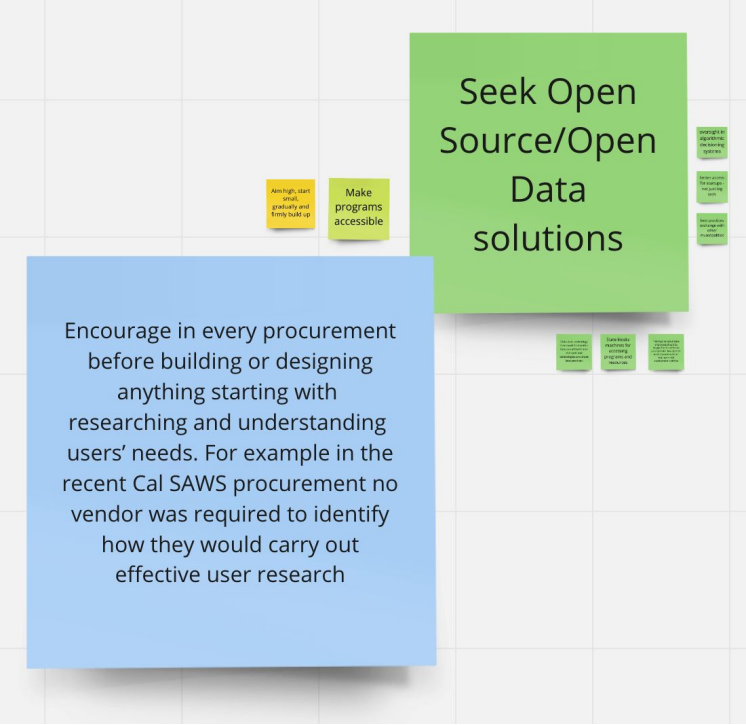
Example section from virtual manager & supervisor brainstorming whiteboard.

We conducted survey research with 30 AIOs and CIOs, 121 California managers, and 7,981 additional California state employees who work in technology services. Through our survey questions, we sought to understand how managers and staff use technology in their work, and how their productivity is affected by technology choices, new technology, and technology problems. We also wanted to assess people's confidence in working with technology, managing technology projects, and adapting to new technology to serve the public. Full questionnaires for each survey appear in Appendix B.

Recognizing that the work of the vendor community is a foundational part of California's technology ecosystem, we also hosted an interactive vendor forum with companies that either contract or would like to contract with the state of California. In the virtual whiteboard session which had 368 registrations and nearly 200 real-time attendees, the group collected input and generated ideas, including ideas in these key categories.

- Putting people first
- Making regular, rapid progress
- Investing in technology, systems, and people as infrastructure

- Identifying useful information and activities before a solicitation begins
- Gathering feedback for solicitations
- Reducing unnecessary procurement constraints



Example section from virtual vendor feedback session whiteboard.

Through this variety of interactions across state technology employees and leaders, we identified:

- Key gaps where technology isn't doing as much as it could
- Barriers to using technology effectively and efficiently
- Ways that CDT or other State entities could make a difference

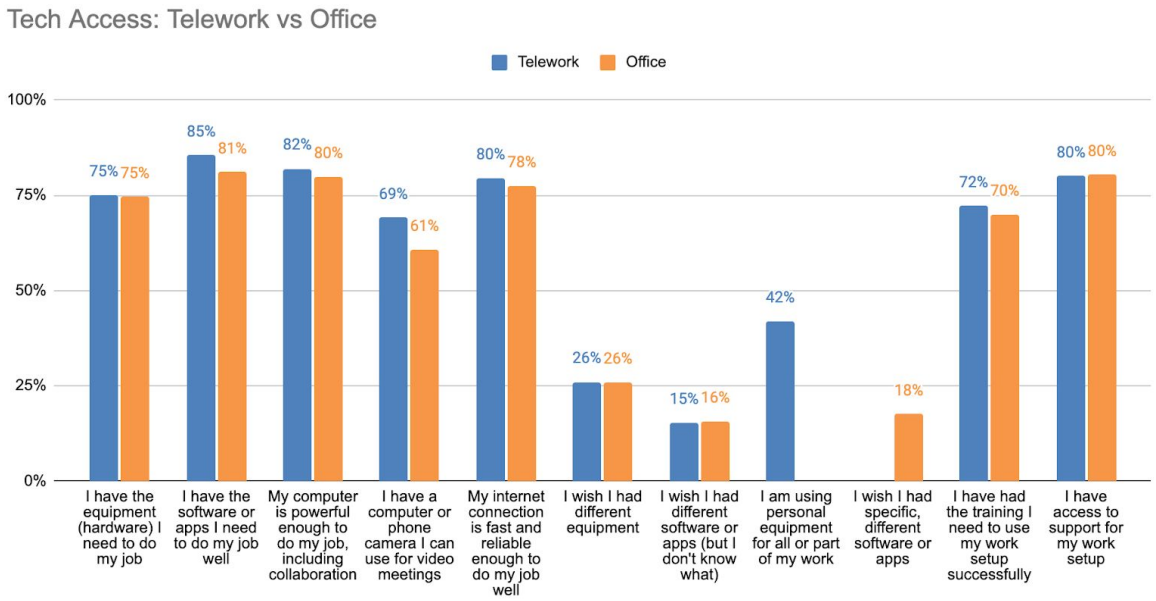
This report documents the persistent themes from our research.

Key findings: Successes

Across our interviews and surveys, the research team identified notable technology successes.

For state employees, the transition to remote work in early 2020 went surprisingly smoothly. A majority of staff reported that it took only days for their department to set them up for telework, and 60% were still working remotely in the Fall of 2020.

State operations continued largely without interruption because leaders were able to quickly provide support, infrastructure, and even training for workers at a wide range of technical fluency. With the scale of the California government (with 384,431.4 positions as of the enacted 2020-2021 budget), this represented a monumental task, and a success leaders reported with justifiable pride.



The similar responses to these statements for teleworking versus when in the office indicate that while telework IT may not be quite as optimal as being in the office, the transition to telework went relatively well and staff have what they need to do their work at home.

The DMV[1] and EDD[2] are two example departments whose programs have recently made significant changes in how they use technology as part of a suite of channels to serve the public. The changes at EDD include the implementation of a new identity

[1] GovOps DMV Strike Team; Final Report, dated July 23, 2019; and DMV Strike Team Fact Sheet
[2]Employment Development Department Strike Team Detailed Assessment and Recommendations, dated September 16, 2020; and EDD Response to Strike Team Recommendations, dated September 18, 2020

verification tool, a backlog processing burndown plan, and human-centered improvements such as mobile document upload, the ability to provide wage information and file military and federal employee claims online, and measurements tracking operational claims processing work. At the DMV, these changes included a research-based discovery phase, validating prototypes for impact and rapid iterative implementation. These findings also appear in the Challenges section, because both of these departments have achieved this progress in response to crises. Nonetheless, these achievements show the potential of California leaders and staff — when appropriately supported — to quickly improve systems and processes.

Key findings: Challenges

California leaders are consistent in their concerns and hopes related to technology:

- State agencies and workers don't have a **baseline of common technology** available to them, and have difficulty collaborating and sharing data across agencies that use different technology.
- Absent a crisis, it is very hard to get funding or attention for technology projects. Outside of DMV and EDD, where **progress was driven by a crisis** forcing legislators and administrators to act, it often takes years to get the support to undertake or start critical technology work.
- Departments' quick adaptation to remote work during the pandemic was a big success, but at the same time, those efforts revealed **gaps in the State's basic technology infrastructure**.

Many administrators have ambitious ideas for how to serve the public better using technology, but they highlighted several barriers to achieving what they want:

- Not all departments have **staff with experience in developing digital products or services**, or in **procuring technology services**. These departments see a broader role for CDT as an authority on technology issues: advising staff, consolidating and sharing lessons from related projects, and augmenting department expertise. CDT is not able to effectively play this role while their resources are spread thin supporting bespoke technologies. **Program and business line managers don't receive training** in technology the way they do in managing people and budgets.
- Some CIOs and technology leaders aren't always **fully integrated into agency leadership**, and may be excluded or not treated as peers in senior leadership councils or senior management teams. Many administrators are aware that their

public services could do more to meet Californians' needs equitably and inclusively, especially if data were better integrated across departments. However, they are concerned that current project processes don't help them reliably and quickly achieve progress.

- The state isn't well organized to **capitalize on technology successes** or learn from technology failures. Lessons learned from one project aren't readily available to a similar project by a different group. And both regulatory, policy and cultural barriers prevent groups from copying each other's successful procurement and development work. This makes the work of **building digital government** slower.

Technology vendors experience their own, related frustrations:

- Newer and more diverse companies are prevented and discouraged from applying to solicitations due to **narrow communication** of opportunities, high **insurance requirements**, and long **standard payment terms**.
- Every new response requires an enormous amount of onerous (and literal!) **paperwork** for businesses. The state doesn't provide an online, consistent process for responding to solicitations or a database where vendors can keep their basic information up to date.
- Vendors feel they could offer better, more tailored solutions if solicitations were written in plain language, defined problems instead of specifying requirements, and offered ample opportunity for dialogue with procuring departments.
- Vendors also agreed with California technology leaders that innovations would spread around the state more quickly if departments could build on each other's procurements and release developed code as open source to help accelerate and reduce the cost of improvements.

Key findings: The need for a state-wide common technology baseline

The vision for implementing **a state-wide common technology baseline** that is easy to access, share, and use evolved from the input gathered through numerous interviews and surveys. This vision will require revolutionizing the culture, technology, and procurement processes across the state. However, by committing to this new baseline, the State will be able to do more, serve the people better, and be more resilient to change.

Here's what a state-wide common technology baseline might look like at the individual and agency levels.

For public employees:

- **Hardware standards** that include configuration for teleworking without loss of capabilities, including devices with cameras for video conferencing
- Pre-approved **collaboration software** that works across agencies and meets user needs
- **Training on tools** deemed useful and effective for state employees, from using a laptop to Microsoft Word, from data science to web writing, and real-time collaboration in chat, documents and data.

For agencies:

- A common data framework across the state, including aspects such as a common approach to assessing and managing risks and benefits, as envisaged by Caldata
- Web building blocks and common infrastructure for every agency to create fast, dependable digital services
- Security building blocks
    - Identity and single sign-on
    - Cybersecurity
    - Esignatures
    - Consistently applied policy
    - State-wide password management tools
- Product management resources
- Procurement resources
- Online solicitation and response systems for vendors
- Technology incorporated into basic management training
- Intentionally filling skill gaps through hiring, and retain tech talent

Despite the diversity of input solicited during the research phase, the **consistency in opportunities and challenges** was notable. Front line staff, vendors, and state leadership recognize similar aspirations for the use of technology in state government to better serve Californians. And to achieve that vision, the state will need to support its staff and approach

technology in a different way than it has in the past. From these conversations, working sessions, and surveys, the research team synthesized a set of recommended actions for the state to alter its course in service of this shared vision. In the sections below, we go into greater detail on each recommendation for CDT to consider in achieving its vision.

Recommendations: What agencies need to provide equitable and inclusive public services

We asked the interviewees in leadership positions what they could do with better technology and what they hoped might be different about their technology use in 2023. Many of them discussed how they would use technology for better public service and greater employee satisfaction if they could. AIOs and CIOs concurred in our survey — they ranked “Making decisions based on end user outcomes” as their top priority for the next 3 years.

CIOs and agency leaders are keenly aware that the state’s current digital delivery of services often don’t work as well as they should. They highlighted 4 key ways that services often fall short:

- Services that **don’t meet the public where they are** in terms of mobile devices and interfaces (usually because they were designed for desktop web browsers).
- Services that **require members of the public to re-enter information** the state should know, such as tax information for an income-qualified benefit. Improving this experience will require careful balancing of privacy with convenience and inter-agency and inter-departmental collaboration, but leaders are eager for the task. (This applies to vendors as well — companies that bid on more than one state project must re-enter all of their administrative and identifying data every time.)
- Services that **give Californians the impression that they aren’t trusted** by their government (especially in emergency situations). One executive, speaking about EDD’s application system for unemployment benefits, said “know me, trust me — sort out the very infrequent fraud issues later.”
- Services that appear as if **designed for upper-middle-class, English-speaking people only**, rather than being inclusive of more vulnerable Californians. Many services require high reading levels in English, significant understanding of bureaucracy, and strong technology skills. The critical nature of this has been underscored across the country in COVID-19 vaccination delivery.

Staff reminded us that they, too, are users who need to be considered in the design and implementation of technology, and that improvements for staff often happen in tandem with improvements for the public. In the workshop we hosted for managers and supervisors, participants said that progress would mean moving away from paper-based documentation for both external and internal forms and towards more electronic and cloud data.

"

How can we make our daily job easier, more efficient, and more enjoyable, while doing the same for our customers? That's the question we should start asking every day."

— Manager Survey Respondent

To address these gaps, California agencies will require multiple technology and technology-adjacent capabilities. To start, the state will need to adopt human-centered design, accessibility and multilingual standards, data matching, and security improvements. But to fully achieve the vision our interviewees shared, addressing these gaps will also require clarification of business process and operations and changes where necessary.

"

Data cross cuts all the systems. But we haven't treated it that way; [we] have treated it as my system and my data."

— Interviewee

Claimants have to understand structure for family leave, to get unemployment. They have a need for a service they've technically paid into."

— Interviewee

Our entire governmental interaction assumes you're an upper-middle-class white person, every interaction [assumes] you have one year of grad school, college degree, make at least 80k a year, reading at grade 14 level English language."

— Interviewee

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[My] biggest concern is that it's not user friendly. Paper submittal process to this online portal...it's not intuitive to, do say, very simple things. If I click backwards, it takes me all the way out instead of the page I was on before. This system is 1.5 years old.

— Interviewee

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[We] need a deep understanding of what the digital literacy skills are for Californians and what the technology access is in terms of internet speeds and reliability and in terms of devices. And we have to think about both where people are now and the policy of where we want them to go."

— Interviewee

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1. Make basic technology easy to access, use, share, and re-use

California public employees can move mountains, but they can do so much faster when they have access to the right tools. In particular, the events of 2020 showed us that technology should prepare departments to operate, serve, and inform the public in a remote work paradigm in case of pandemic, wildfire, or other emergencies.

Not all state employees — and certainly not all members of the public — have access to the basic modern technology needed for participation or service. Before the state can begin to address issues like data interoperability, more employees need access to basic technology. In one of our interactive workshops, participants strongly supported the proposition that

departments should be able to easily procure common applications and tools that people need to do their jobs (e.g. collaboration software) without a wait time.

The research uncovered several examples of technology-related barriers faced by many State employees:

- Not all State employees have broadband internet access in their homes, and in some cases, they don't have access in their workplaces either. Network access underpins all modern digital work, so this gap can make every function unreliable. (It's an even bigger problem for the public, and addressing this will require legislative action and probably Federal cooperation. Broadband access for the public is essential to the future vision of a connected California where everyone can access services online.)
- In our survey, more than 30% of staff reported that they don't have a computer or phone camera they can use for video meetings. Remote conferencing is fundamental to the ability to work effectively offsite.
- Database and web technologies are the building blocks of digital services, and many smaller departments haven't been able or willing to invest in them in the past. This leaves them dependent on custom procurement processes for even minor builds to serve their customers.
- Many solicitation and purchase processes are still conducted on paper. Vendors responding to our survey told us that at a minimum they would expect to be able to submit questions and bids electronically.
- Inconsistently applied security policies mean tools and applications are available for procurement and use in some departments and projects but not others.

> ***"***
>
> ***Some [departments] can implement something simply, because they have the right staff, tech, scalable, they're fast. Other departments it could take them years to do change, because of [their] technology stack, capability, change, workload."***
>
> *— Interviewee*

> ***In telework we all went and did our own thing, [there was] no guidance if it's ok to use Slack, what's available to use.”***
>
> — *Interviewee*

> ***We don't have a classification in the state called webmaster or product owner, we don't talk in the same language as private industry which inhibits our ability to recruit.”***
>
> — *Interviewee*

> ***Broadband is a much longer need and not solely for the benefit of 230k state employees.”***
>
> — *Interviewee*

2. Make it much easier to share and collaborate across departments

We create better solutions when we work together. Nearly everyone we spoke to discussed at least one example of difficulty collaborating with, or just getting information from, someone in another department or agency. Overall, this adds to the generally siloed state of the government. Reaching out to someone in another agency doesn’t just mean taking a

social or political risk, it means navigating between incompatible systems, processes and policies. This friction increases the time and effort required for any collaborative task.

> ***"***
>
> ***[The biggest thing stopping technology from serving Californians better] is the ability to share through Teams and other collaboration sites. The ability to assign outside departments as owners and allow them to manage their team whom we collaborate with."***
>
> *- Manager responding to the Vision 2023 survey*

When it comes to data, incompatible agency systems can cause even larger problems. We heard an anecdote that State research librarians receive a significant number of requests that involve finding and matching data from different agencies to answer a question — presumably because it requires a research librarian's level of skill to do so.

CIOs and staff wishing to collaborate, share data, or transmit data between systems have to deal with more than privacy and security. There are thousands of data fields, different definitions, and data requirements from legislation that don't line up. Here are just a few of the challenges to overcome:

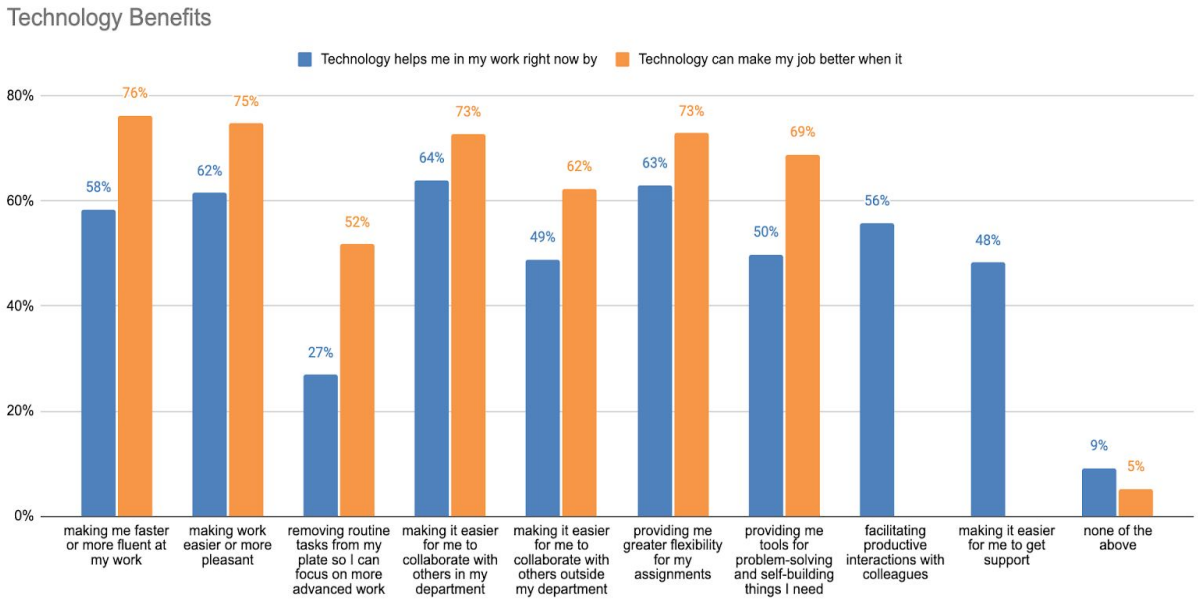
- Some agencies have many staff members trained in using collaboration tools, and some have none.
- Sometimes the barriers to collaboration are structural or legal. For example, the Department of Corrections has a federal consent decree for healthcare and must maintain and operate a separate and incompatible system for health-related IT.
- Microsoft Office has a particularly tricky suite of products. Some departments have adopted Teams for collaboration, but others don't have access. And some agencies use it only for video conferencing, while others have chat and document-sharing features.

> ***In trying to collaborate in Teams, I have to sign out of CDT Teams, which I'm in all day long, and then sign into other departments' teams - screws me up trying to get in and out”***
>
> *- Interviewee*

> ***...standardizing platforms across the state, so people can share resources effectively. Sometimes emailing documents just doesn't cut it, that's all we have.”***
>
> *— Interviewee*

3. Build up digital government to take on more day to day work

In our staff survey, respondents said that the biggest potential benefit of technology improvement would be “removing routine tasks from my plate so I can focus on more advanced work.” Automating routine manual tasks requires the hard work of wrestling with legacy systems and paper-based processes, but offers the potential reward of greater staff capacity, engagement, and satisfaction in serving the public.



For example, CalHR doesn't have a database system for job classifications and staff spend many hours creating Pay Letters, which are complicated spreadsheets outlining changes to pay or benefits across multiple job classes. These Pay Letters are emailed to the Controller's Office, where staff then have to re-enter the information manually to get it into the system there. The CalHR team doesn't have access to that system to check once the information they sent is re-entered.

"

Integrated technology is great provided it streamlines and removes redundancies from processes. The EDD highly relies on "process" many of which are manual. The lack of automation in general creates more work and duplicative efforts. This is what I and my colleagues are experiencing - some work items are touched 2-5 times.

— State Employee

With a statewide baseline of common technology, even a small agency like CalHR with ~300 positions would have access to modern database technology and staff trained to use it. Staff would be able to share information between systems, removing the need for duplicative data entry and reducing the opportunities for inadvertent human error like transcription mistakes. This would free staff in both agencies to focus on more complex tasks.

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"

[Pay Letters] are painstakingly prepared by staff to send to the controller's office who have programmers who program all those changes into the payroll system...we're talking dozens of people; if it was connected to payroll, only one person would have to make the change."

— Interviewee

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"

There's never enough time or expertise in IT shops across the state to handle where the state needs to head in terms of updating to a much more electronic environment."

— Interviewee

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4. Support modern digital work with infrastructure

The three themes above came together in a frequently expressed desire to raise every agency and every state employee to a modern baseline of technology access and capability. Local government interviewees even expanded on this, saying once such a baseline is in place, the state should share the outline and make the components available to county and municipal governments as well.

Many things could be included in the idea of a statewide technology baseline, but most commonly we heard that agencies need data and web technology, along with the associated standards, to enable them to build and maintain internal and public-facing digital services.

To do this responsibly, agencies need security basics, and to make it convenient, they need shared building blocks like identity systems and API frameworks for internal use. The State's Data Strategy is a key infrastructural piece, as is its evolving California Design System for web work. Agencies will also need further support in cloud infrastructure, frameworks, and online solicitation systems that make procurements accessible to more vendors.

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> ***"***
>
> ***We have the missing middle...we don't have the middle for extracting, transforming, cleansing, for using data cross-departmentally & cross-agency."***
>
> *— Interviewee*

- - - - - - - -

> ***"***
>
> ***I don't understand why CDT can't get us single sign on that sticks for a whole day on every tool that I use. The amount of times that we have to log in and authenticate to every single thing we do, especially when we're in this virtual environment when things are frustrating anyway."***
>
> *— Interviewee*

> ***"[What] do we want to adopt in the next couple of years, all targeting same standards, schemas, formats, technologies, interfaces so all marching in the same direction?"***
>
> **— Interviewee**

5. Offer training in modern technology skills to empower confident, multi-disciplinary teams

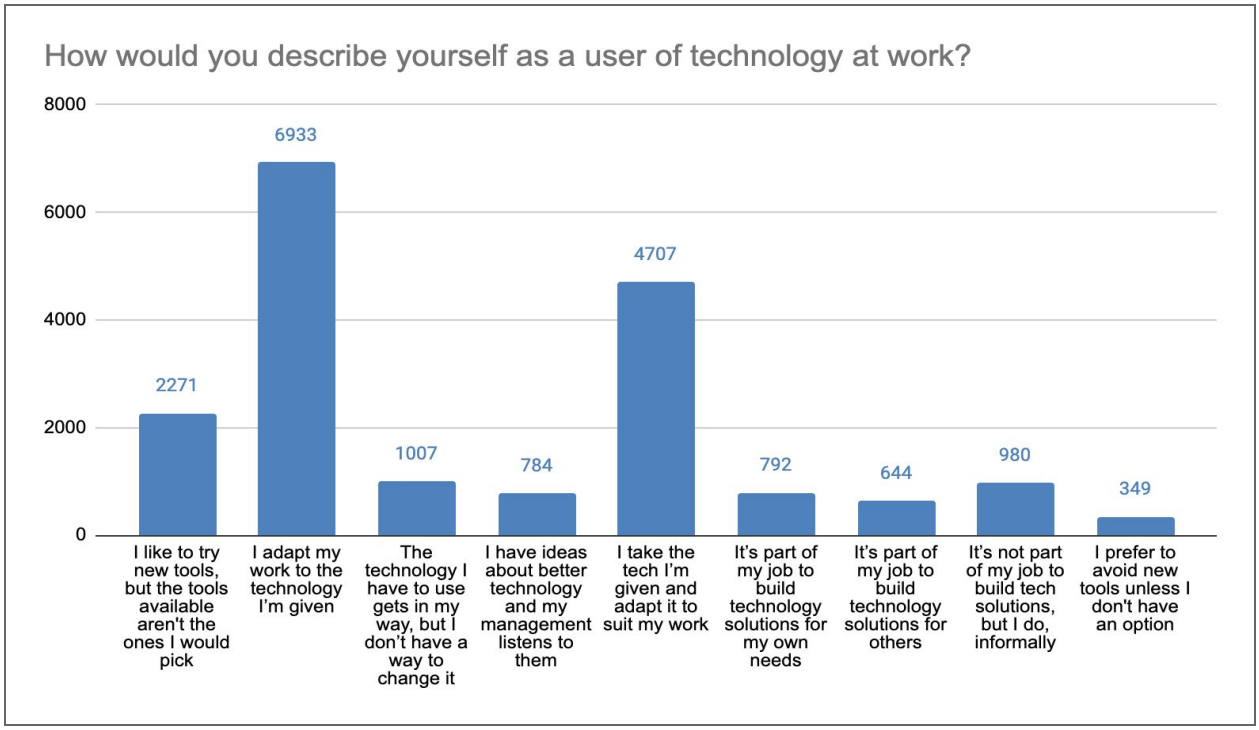
Operating at a new level of technology capacity would also require new skills and training for employees. While past experiences with poor technology rollouts have left staff somewhat wary, 55% of respondents said they are confident they can learn new technology with good training.

Beyond training individuals to confidently use and take advantage of new technology, VLG recommends that the state should address several organizational skill gaps to make sure that all departments can assemble multidisciplinary teams — internally or with vendors and contractors — to build useful technology services. These include:

- digital product management
- technology procurement expertise
- human-centered design and user research
- data science

As technology becomes more closely tied to an organization's operations, it becomes essential for every manager to have a basic grounding in technology (just as they are expected to know budgeting and people management) in order to support good decision-making.

Further, staff need training not just in current technology but in modern technology skills. The confidence to adapt and adjust technology to their needs, and even to use existing tech to create new services for colleagues or the public, comes from a strong base of training. In our employee survey, approximately 40% of respondents were using a technology workaround, but only 28% had created a workaround process themselves. Sixty-eight percent reported not having encouragement from their management to come up with creative use of technology to solve problems, and 85% didn't receive any training to do so.



AIOs and CIOs agree. In our survey, they reported that top priorities include having staff who are trained on how to get end user input and using human-centered design to meet business goals and user needs.

While state employees had some critiques of current training programs offered by CDT, the existence of training resources were the envy of the local government officials we spoke to. Finding ways to make state training materials and programs available to county and city governments could widen the circle of common technology skill and unlock a whole new level of shared productivity in state/local partnerships.

"

We have an IT staff that do our own internal helpdesk, we have IT professionals, but it's hard for me as a director who doesn't have that experience."

— Interviewee

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Availability and timeliness of training is something that is slightly problematic whenever there's something new that's rolled out."

— Interviewee

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We don't have the skill. We have dotnet devs, we have too small an IT team. I don't have in my own department data and analytics teams.

— Interviewee

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The state has great talent training programs. Extend [them] to county and local government, for example: PMI."

— Interviewee

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Recommendations: Organize to build digital government more quickly and effectively

Our interviewees generally had high praise for individuals in CDT and agency technology leadership. However, as we pushed them with follow-up questions about their experience on technology projects, we identified a critical, systemic limitation. As a control agency, CDT is in general set up to support and oversee the success of technology projects one at a time (i.e. as a project that has a beginning, middle and end), rather than to promote a culture of continuous improvement where successes can build on each other across the state. Cumulative, compounding improvement is key to the State's ability to build digital government quickly and effectively. The challenge is delicate and operates at several levels.

Across government

In general, programs and leadership are incentivized to procure large, complete system replacements.These incentives are many. They include the budgeting and funding process, the solicitation and procurement process, and the State's current capacity to support and oversee continuous improvement and modernization. A high profile example is the Benefits Systems Modernization (BSM) project, which has spent 3 years in requirements gathering. Meanwhile, only 13% of Federal IT projects with budgets over $10M are successful.[3] This success rate for large, complete system replacements is not a problem unique to the state.

Within agencies

At the individual agency level, only some agencies treat their CIO or top technology person as a member of their leadership council. Unless other non-technology executive members have specific or relevant technology expertise, this can mean that technology issues are considered separately from other operational and mission questions, and can be almost an afterthought in agency plans.

We found that siloed technology teams can run their own projects without a clear understanding of the business needs behind them, or sometimes vendors step in and end up driving strategy. Technology teams disconnected from their program and business peers (and business and user needs) understandably substitute their own concerns and priorities, which may or may not align directly with agency priorities.

This can also affect hiring when agencies are given budgets to expand — if technology capability isn't part of the planning process, it may not be expanded enough to support the new functions or headcount.

In vendor relationships

Where agencies rely heavily on vendors, they often underestimate the internal technology skills needed, as well as the amount of work required for vendor projects to succeed. Managers can be effectively assigned to two jobs while a major technology project is in play: their existing responsibilities, plus day-to-day management of the technology project.

[3] Projects valued at $6M or greater, in Europe and the United States, that were completed satisfactorily, on time, and within budget. From The Standish Group's "Haze," based on their CHAOS database, and referenced in the 18F State Software Budgeting Handbook.

Because each custom technology project is typically the property of a particular agency, there are few opportunities to learn from — or outright imitate — successful procurements or delivery. Here are just two of the missed opportunities we heard about from executives:

- When there's a new technology initiative, leaders of the last similar project, whether successful or not, aren't included in groups like project boards to share their experience as a matter of course.
- When they need to procure something, agencies have had to run new procurements rather than join an existing, successful procurement. While fixing this may require a change of regulations, the result would save time and frustration. (Some of this would also be alleviated if the state had the widely available baseline set of common technologies described above.)

Vendors, too, feel constrained by solicitations focused on already-determined solutions, and would be able to offer more innovative responses to requests that outlined problems and needs in plain language. Vendors felt that the state missed opportunities for both learning and savings by not making most solicitations open source by default, or allowing successful vendor partnerships to expand across departments.

Finally, there's a long term effect of systems built by vendors without close internal management and an eye for continuous improvement. Once a system's initial build is complete, most agencies don't assign a clear, business- and technology-informed product owner. Without an assigned product owner, changes get made in a piecemeal fashion, and systems can often become saddled with technical debt, making improvements increasingly more difficult, time-consuming and expensive.

> ***"What happens now is when anyone does something, unless in a department that's continuously buying, they learn how to do it, update it, they make the buy, then that's it. Versus someone else, if you could take that and continue to make incremental improvements on a data integration solution."***
>
> *— Interviewee*

We don't have leaders who are empowered to think long-term. We write it in visions to think long-term, but leaders' day to day is reactive so they don't really get to go in and dissect and think about statewide patterns or even patterns in their own departments."

— Interviewee

- - - - - - - -

A new director comes in, technology is a back burner item for them. Everything's working, it doesn't bother them until we get into technical debt… our tech was neglected, didn't even have a seat on the execs, was just lower level manager as CIO."

— Interviewee

- - - - - - - -

Sometimes IT does a good job augmenting with vendors but maybe not the business side. Managers wind up having to do their normal job & then really having to be involved in the project."

-- Interviewee

- - - - - - - -

If we have people who've done big ERP systems, those folks should be on the steering committee for the next ERP system even if another department - especially if another department."

— Interviewee

- - - - - - - -

1. Make it easier to initiate technology projects outside of crises

In discussing barriers to achieving faster, more dependable digital services, several interviewees noted that recent successes, notably improvements at DMV and EDD, grew

from crises. Because the problems grabbed the attention of state leaders and the public, the state had no choice but to address them.

In general, leaders can make the case for money and new technology capabilities to overcome an emergency, but in any other circumstance, interviewees reported that it can be very hard. Budgetary pressure is high for everyone. In our surveys and group exercises, managers and CIOs suggested that faster, clearer, and more lightweight approval cycles for ‘ordinary projects’ (e.g. those with established, replicable patterns of success, which could be partly addressed by establishing a common baseline of technology) would speed up the state’s ability to provide services.

> ***”***
>
> ***The level of oversight reviews between agencies makes the process overburdensome and too long in duration. For technology implementations, this makes the difference between getting a current or an old technology.”***
>
> *— CIO Survey Respondent*

The cost and budget concerns that arise outside a crisis mean that the state frequently procures technology without access to the full suite of functionalities in a system.

Existing fragmented, bespoke, or antiquated technologies across agencies exacerbate organizational silos and spread the state’s experienced technology workers thinly, affecting CDT’s ability to provide support.

This would be a smaller problem if the state took what it learned when an emergency arose and resources were marshaled to meet it, and applied that to other agencies and scenarios before an emergency occurred. But this is unusual, because of how thinly CDT and other

resources are spread in just managing the planning, implementation and oversight of large procurements and projects.

- - - - - - - -

"

Unfortunately things need to get to the most critical level before we give it attention."

— Interviewee

- - - - - - - -

You have to basically convince everybody that it's needed to even have the conversation to get access to the budget or political will to get a project through, that's the sins of the past and how we did things in the 90s"

— Interviewee

- - - - - - - -

The state has done information security at hobby grade historically. We say security, but we're really not willing to invest, manage, do anything with it."

— Interviewee

- - - - - - - -

One of the things they have to change is the 1.5 year process for getting funding for a product. Technology changes so quickly that when I need money for an implementation, I go through the budget cycle and the technology has already changed."

— Interviewee

- - - - - - - -

2. Offer consistent advice and support from CDT

The interviews and surveys specifically asked about what CDT as a control agency could do to help clear barriers or enable agencies to use technology to achieve their goals. While there were varying opinions on the PAL process,[4] most people spoke to a larger point: agencies need advice and support, separate from CDT's oversight function.

Agencies and departments want to do the right thing, and they need help filling their capability gaps at least as much as they need (and accept) scrutiny and accountability when they don't meet expectations, standards and policy. This is critically important, because few agencies feel they have in-house expertise in solicitation and purchasing vehicles and how to choose among them, *or* in assembling multidisciplinary teams to continuously deliver and improve successful products on their own without the need for staff augmentation from entities like CDT.

Agencies would welcome assistance from CDT not just with projects but with understanding the effectiveness of their current mission-critical technology, how they compare to others in the state, and who they might look to as examples or cautionary tales. In our AIO/CIO survey, we heard that they need this assistance delivered in an adaptable approach that fits different sizes of projects.

Managers and supervisors support CDT taking proactive positions that:

- define what technologies they will support
- base that decision on user feedback/input
- make those options clear to agencies
- sunset technologies with clear timetables and migration plans
- require departments to measure digital service outcomes and improvement.

In order to deliver this type of support, CDT would need more expertise not just in procurement and project management, but in making build vs buy decisions and shipping human-centered technology products and digital services.

In our interviews, we heard several appreciations for CDT's Enterprise Architecture group, and had the opportunity to talk to several members. Their capabilities seem to closely align with the types of knowledge and practice that product management groups use; they could be well-positioned to provide this critical advice to agencies.

[4] Project Approval Lifecycle

One simple wish expressed by several interviewees, especially from smaller agencies and local governments, was for examples of great technology implementations they could emulate, at every level from custom systems to productivity tech. Publication of such case studies would suggest more than transparency - it would require transparent active communication and public assessment of technology implementations.

If CDT can build on its solid foundations to become a trusted advisor and partner, it can enable the next level of digital government in California.

- - - - - - - -

"

There's been so many times during the procurement where I pushed back on the rules. And have been told, we're not used to people pushing back on the rules so much."

— Interviewee

- - - - - - - -

Money that's used for a project that's rolled out in 7 years that's antiquated in 7 years - that's the concern, that's unfortunately been the model."

— Interviewee

- - - - - - - -

Most agencies are lacking in expertise in how to choose a solicitation vehicle, how to choose a procurement vehicle."

— Interviewee

- - - - - - - -

[CDT] provides a great service and oversight - so do they do an interview every year, to get feedback, a survey? Do they survey departments to see how this thing is going?"

— Interviewee

Conclusion

From more than 60 interviews, multiple brainstorming exercises, and more than 8,000 survey responses, the VLG research team heard several common refrains. Above, we've detailed the State's recent technology successes, its persistent challenges, and what a common baseline of technology to support great public service should include.

We've listed our recommendations in depth here to honor our participants' mental models of the problem space. From these synthesized findings, a core set of goals for Vision 2023 emerged:

- Deliver easy to use, fast, dependable, and secure public services
- Ensure public services are equitable and inclusive
- Make common technology easy to access, use, share, and reuse across government
- Build digital government more quickly and more effectively
- Build confident, empowered multi-disciplinary teams

These goals illustrate how interdependent the needs of the public, state employees, and state agencies are. To provide reliable, equitable services, employees need the right tools and agencies need robust infrastructure. The State must aim for digital services that are excellent both in their technical implementation and their inclusive design.

Doing this requires offering state agencies a common baseline of technology tools to enable collaboration, take routine tasks off of staff's plates, and give every agency the ability to confidently use technology to solve problems. This common technology must be resilient to the kinds of emergencies that are all too common in 21st century California. The next pandemic, wildfire season or other emergency must find public servants well equipped and ready — equipped to operate the government remotely without losing a step, and ready to deliver new services (e.g., vaccine registration systems) — or existing services in new ways and with increased accessibility and equity — at a moment's notice.

To deliver well, agencies need more than tools. They need the foundational security and data infrastructure of true digital government, and they need modern technology skills and approaches. Confident, multidisciplinary teams of engineers, designers, product managers, policy people, data specialists, lawyers, vendors, and contractors, working together with strong foundations, can overcome any technology challenge that presents itself. Yet,

however strong these teams may be, they need consistent, clear advice and support, and the opportunity to learn from other teams who have faced similar challenges. CDT has a defining role to play across these 5 goals, guiding and supporting California's 384,000 public servants in delivering for the public.

Appendix A: Research Participants

Staff Survey Composition

Surveys	# Responses	% of Potential Responses
State Staff	7,981 (of 233,551 possible)	3.4%
CDT Managers	121 (of 154 possible)	78.5%
CIO/AIO	30 (of 137 possible)	25.3%

About Participants

- 48% has over 10 years of government experience
- There is an even mix of those who work directly with the public or not.

Vendor Survey Composition

- 4 companies who have never contracted with the state
- 2 who have contracted with the state for less than 3 years
- 15 who have been contracting for more than 3 years

Interviewed organizations

State government

- The Business, Consumer Services and Housing Agency (BCSH)
- The California Health and Human Services Agency (CHHS)
- The California Environmental Protection Agency (CalEPA)
- The California State Transportation Agency (CalSTA)
- The California Natural Resources Agency (CNRA)
- The Government Operations Agency (GovOps)
- The Department of Corrections and Rehabilitation (CDCR)
- The Department of Veterans Affairs (CalVET)
- The Department of Food and Agriculture (CDFA)
- The Office of Emergency Services (Cal OES)
- The Department of Finance (DOF)
- The California Department of Technology (CDT)
- The Department of General Services (DGS)
- The California Department of Human Resources (CalHR)
- The California Student Aid Commission
- The California State Auditor
- The Secretary of State
- The State Controller’s Office
- The California State Library, Research Bureau
- The Department of Consumer Affairs
- The Department of Healthcare Services

- The Employment Development Department
- The Department of Toxic Substance Control

Government employees association

- Nxtgov

IT leadership and IT leaders

- ITEC, the Information Technology Executive Council

Local government

- CCISDA, the California County Information Services Directors Association
- El Dorado Irrigation District
- The League of California Cities
- The City of Los Angeles Information Technology Agency
- The County of Los Angeles Chief Information Office
- MISAC, Municipal Information Systems Association of California
- RCRC, the Rural County Representatives of California
- The City of Roseville
- Sacramento County

Legislature

- Staff at the Office of the Assembly Speaker
- Staff at the Legislative Analyst's Office
- Staff at the Senate Judiciary Committee

The Judicial Council of California

Appendix B: Interview and Survey Questions

Leadership Interview Questionnaire

1. Just for context, can you start us off with an overview of your agency's mission and the role technology plays in it?
2. What do you see as the biggest barriers to using technology to further your mission?
3. Are there particular areas where you wish different technologies, or different ways to obtain them, were available?
4. What would you change about the way technology is used today, if you could?
5. If you could choose one thing that would be different about your agency's use of technology in the next 3 years, what would it be?
6. What could CDT do to support the type of technology use you want to see?
7. What could other State entities do to support the type of technology use you want to see?

Staff Survey Questionnaire

1. Before the pandemic, I worked

- ❏ On-site (e.g. at one usual office)
- ❏ Off-site (e.g. traveling)
- ❏ Both on-site and off-site
- ❏ In the field or at multiple sites

2. I have worked in government for

- ❏ 0 to 2 years
- ❏ 2 to 5 years
- ❏ 5 to 10 years
- ❏ More than 10 years

3. I work directly with the public (people who are not government employees) for

- ❏ most of my job
- ❏ part of my job
- ❏ not much of my job

4. Are you teleworking because of COVID-19?

- ❏ Yes, still *(Skip to question 5)*
- ❏ I was but I'm back to the office full time
- ❏ I was but I'm back to the office part-time
- ❏ I was but I'm back to working in the field
- ❏ I never teleworked *(Skip to question 7)*

5. How long did it take the department to get you set up for teleworking?*

- ❏ Days
- ❏ Weeks
- ❏ Months
- ❏ I'm still not fully set up

*Please answer for the work setup you currently use most days.

6. Do you have access to what you need to perform well at your job?*

Yes / No / Somewhat for all rows

_____ 2a. I have the equipment (hardware) I need to do my job by telework

_____ 2b. I have the software or apps I need to do my job well by telework

_____ 2c. My computer is powerful enough to do my job by telework, including collaboration

_____ 2d. I have a computer or phone camera I can use for video meetings

_____ 2e. My internet connection is fast and reliable enough to do my job well by telework

_____ 2f. I wish I had different equipment

_____ 2g. I wish I had different software or apps

_____ 2h.I am using personal equipment for all or part of my work

_____ 2i. I have had the training I need to use my telework setup successfully

_____ 2j. I have access to support for my telework setup

_____ Working in the office

*Please answer for your current work setup.

3. Do you have access to what you need to perform well at your job?

Yes / No / Somewhat for all rows

_____ 3a. I have the equipment (hardware) I need to do my job well

_____ 3b. I have the software or apps I need to do my job well

_____ 3c. My computer is powerful enough to do my job including collaboration

_____ 3d. I have a computer or phone camera I can use for video meetings with colleagues

_____ 3e. My internet connection is fast and reliable enough to do my job well

_____ 3f. I wish I had different equipment

_____ 3g. I wish I had different software or apps, but I don't know what

_____ 3h. I wish I had specific, different software or apps

_____ 3i. I have had the training I need to use my work setup successfully

_____ 3j. I have access to support for my work setup

4. Do technology problems get in the way of your work?

- ❏ Never
- ❏ 1 - 3 times a month
- ❏ 1 - 3 times a week
- ❏ Almost every day

4a. How often does an equipment problem slow down or interrupt your work?

4b. How often does a software problem slow down or interrupt your work?

4c. How often does a connection problem slow down or interrupt your work?

4d. How often does a security problem slow down or interrupt your work?

4e. How often does accessing or finding the information you need slow down or interrupt your work?

5a. Technology helps me in my work right now by (choose all that apply)

- ❏ making me faster or more fluent at my work
- ❏ making work easier or more pleasant
- ❏ removing routine tasks from my plate so I can focus on more advanced work making it easier for me to collaborate with others in my department
- ❏ making it easier for me to collaborate with others outside my department providing me
- ❏ greater flexibility for my assignments
- ❏ providing me tools for problem-solving and self-building things I need facilitating productive interactions with colleagues
- ❏ making it easier for me to get support
- ❏ none of the above

5b. How often do you use a workaround (a process not officially supported by a technology system)?

- ❏ Never
- ❏ 1 - 3 times a month
- ❏ 1 - 3 times a week
- ❏ Almost every day

5c. Have you created a workaround process yourself?

- ❏ Yes
- ❏ No

5ci. If you have built a workaround, how many people use what you built? (choose the largest option that fits)

- ❏ Just me
- ❏ A small group, less than 10 people
- ❏ More than 10 people

5cii. Have you received training from the department in the skills you used to develop your work around?

- ❏ Yes
- ❏ No

5ciii. Did management encourage your creativity for problem solving and development of your work around process?

- ❏ Yes
- ❏ No

6. Technology can make my job better when it: (choose all that apply)

- ❏ makes me faster or more fluent at my work
- ❏ makes my work easier or more pleasant
- ❏ removes routine tasks from my plate so I can focus on more advanced work
- ❏ makes it easier for me to collaborate with others in my department
- ❏ makes it easier for me to collaborate with others outside my department
- ❏ provides me with greater flexibility for my assignments
- ❏ provides me tools for problem-solving and self-building things I need
- ❏ none of the above

7. How confident are you that you can learn new technology tools needed to do your job as conditions change?

- ❏ I'm confident I can figure them out on my own
- ❏ I'm confident I can learn them with good training
- ❏ I'm not confident in learning new technology, but training helps
- ❏ New technology tends to feel daunting to me no matter what

8. How would you describe yourself as a user of technology at work? (Check all that apply.)

- ❏ I like to try new tools, but the tools available aren't the ones I would pick
- ❏ I adapt my work to the technology I'm given
- ❏ The technology I have to use gets in my way, but I don't have a way to change it
- ❏ I have ideas about better technology and my management listens to them
- ❏ I take the tech I'm given and adapt it to suit my work
- ❏ It's part of my job to build technology solutions for my own needs

- ❏ It’s part of my job to build technology solutions for others
- ❏ It’s not part of my job to build tech solutions, but I do, informally
- ❏ I prefer to avoid new tools unless I don't have an option
- ❏ Other:

9. When a new technology system launches, how do you typically feel about it? (Check all that apply.)

- ❏ My ideas are usually included in development, so I’m confident it will help
- ❏ I like technology in general, so I enjoy the challenge of learning a new system
- ❏ I worry that I’m going to have to re-learn processes I’m good at now
- ❏ I usually haven’t been asked about my needs, so I’m skeptical
- ❏ I assume, based on experience, that it’s likely to make things harder
- ❏ It's not part of my job description to have to learn new systems
- ❏ Other:

10. How does your answer above compare to how you use technology in your personal life?

- ❏ I feel more comfortable in using technology to solve problems in my personal life
- ❏ I feel more comfortable in using technology to solve problems at work
- ❏ I’m about the same at work and at home as far as using technology to solve problems
- ❏ I don’t actively use technology to solve problems either at work or at home

11. How responsive is your work technology to your needs and ideas?

11a. Have you ever reported a problem with a technology system at work?

- ❏ Yes

- ❏ No

11b. Beyond an outage or bug report, could you describe a way that technology could help you do your job better?

- ❏ Yes
- ❏ Somewhat
- ❏ No

11c. If you had an idea for an improvement, do you know who to tell?

- ❏ Yes
- ❏ No
- ❏ Maybe

11d. If you do describe an idea for an improvement, would someone listen?

- ❏ Yes
- ❏ No
- ❏ Maybe

11e. Do you know the team who chooses technology for you to use?

- ❏ Yes
- ❏ No

11f. Do the people who choose your technology understand your job?

- ❏ Yes
- ❏ Somewhat
- ❏ No

Manager Survey Questionnaire

1. **What's the most important way you use technology to accomplish your job?**
2. **What's the single most important change the State could make to technology to help you accomplish your team's mission?**
3. **What's the biggest thing stopping technology from serving Californians better?**
4. **To deliver technology that serves Californians better:**

   The Department of Technology should stop doing: _____

   The Department of Technology should start doing: _____

   The Department of Technology should keep doing: _____
5. **If we could improve just one of the items on this list, which is the most important?**

   - ❏ How technology is procured or bought
   - ❏ How State workers collaborate
   - ❏ The skills needed for successful technology projects
   - ❏ How technology projects are funded
   - ❏ The technology that's available to use

For the item you picked, what would help the most? *

6.1 What words describe the state of technology in California today?

6.2 What words should describe the state of technology in California in 2025?

6.3 What words would State customers use to describe working with the Department of Technology today? *

6.4 What words should State customers use to describe working with the Department of Technology in 2025? *

7. I think my office can meet the demands of Vision 2023 and change processes, technologies and culture.

- ❏ Strongly disagree

- ❏ Disagree
- ❏ Neutral
- ❏ Agree
- ❏ Strongly Agree

Vendor Survey Questionnaire

1. Your relationship with the State of California *

- ❏ We have done business with the State for more than 3 years
- ❏ We have done business with the State of California for less than 3 years
- ❏ We have not done business with the State of California before

Vendors who have done business with the State of California

2. We are a:

- ❏ California Small Business (SB)
- ❏ California Disabled Veteran Business Enterprise (DVBE) Neither
- ❏ Other:

3. What type of solicitations have you responded to? ***Check all that apply.***

- ❏ Competitive Request for Quote (RFQ)
- ❏ Competitive Invitation for Bid (IFB)
- ❏ Informal Request for Offers (RFO) using best value
- ❏ Competitive Request for Proposal (RFP)

- ❏ Request for Innovative Ideas, or Challenge Based Procurement (RFI2)
- ❏ Other:

4. What procurement vehicles are you qualified for? ***Check all that apply.***

- ❏ DGS California Multiple Awards Schedule (CMAS)
- ❏ DGS Cooperatives (e.g. Microsoft SCA, NASPO ValuePoint)
- ❏ DGS IT Master Service Agreement (IT MSA) for Consulting
- ❏ DGS Mandatory Statewide Contracts (SC) for IT Hardware and Software DGS Software Licensing Program (SLP and SLP PLUS)
- ❏ CDT Vendor-Hosted Subscription Services (VHSS)
- ❏ Other:

Vendors who wish to develop a relationship with the State of California

5. We are a:

- ❏ California Small Business (SB)
- ❏ California Disabled Veteran Business Enterprise (DVBE) Neither
- ❏ Other:

6. We have previous experience working with: ***Check all that apply.***

- ❏ City governments in California
- ❏ County governments in California
- ❏ City governments outside California
- ❏ County governments outside California
- ❏ States other than California
- ❏ Federal government

- ❏ No previous experience working with government
- ❏ Other:

7. What type of solicitations have you responded to? *Check all that apply.*

- ❏ Competitive Request for Quote (RFQ)
- ❏ Competitive Invitation for Bid (IFB)
- ❏ Informal Request for Offers (RFO) using best value
- ❏ Competitive Request for Proposal (RFP)
- ❏ Request for Innovative Ideas, or Challenge Based Procurement (RFI2) None
- ❏ Other:

8. What procurement vehicles are you qualified for? ***Check all that apply.***

- ❏ DGS California Multiple Awards Schedule (CMAS)
- ❏ DGS Cooperatives (e.g. Microsoft SCA, NASPO ValuePoint)
- ❏ DGS IT Master Service Agreement (IT MSA) for Consulting
- ❏ DGS Mandatory Statewide Contracts (SC) for IT Hardware and Software DGS Software Licensing Program (SLP and SLP PLUS)
- ❏ CDT Vendor-Hosted Subscription Services (VHSS)
- ❏ None
- ❏ Other:

9. What sort of work are you interested in doing with the state?

10. How else might we diversify the pool of vendors?

11. Solicitation dealbreakers

We're interested in "dealbreakers" in a solicitation (e.g. a Request for Proposal or

Request for Offer) that have stopped your business from proceeding. What dealbreakers have you experienced? These do not have to be dealbreakers with the State of California.

12. Contractual dealbreakers

We're interested in "dealbreakers" in a contract that have stopped your business from proceeding. What dealbreakers have you experienced? These do not have to be dealbreakers with the State of California.

13. Administrative burden

We're interested in specific administrative burdens involved in responding to a solicitation. These might range from the way in which responses must be submitted to the format in which information is required or collected. Specific feedback is more useful than general feedback.

14. What makes you excited?

Aside from subject matter, what are the signs of solicitations that encourage you to invest time in responding

15. What would it look like if the State and vendors worked together to put people first?

16. How might the State learn and apply the discipline and skills of product/service ownership?

17. What's the most effective change the State could make in the next year to put people first?

18. What's the most effective long-term change the State could make to put people first?

19. What's the most effective change the State could make in the next year to make regular, rapid progress?

20. What's the most effective long-term change the State could make to make regular, rapid progress?

21. What's the most effective change the State could make in the next year to invest in infrastructure?

22. What's the most effective long-term change the State could make to invest in

infrastructure?

23. Example PDF of a solicitation, 10MB maximum.

We're interested in example solicitations that emphasize outcome over process, methods of demonstrating vendor competency and experience, reinforce client/vendor collaboration with clear roles, and approaches to eliminating or minimizing narrative requirements. Please provide commentary as to what we should pay attention to.

24. Example PDF of a contract or procurement vehicle, 10MB maximum.

We're interested in example contracts or vehicles that emphasize outcome over process, methods of demonstrating vendor competency and experience, reinforce client/vendor collaboration with clear roles, and approaches to eliminating or minimizing narrative requirements. We are also interested in successful approaches to breaking up work into work or task orders. Please provide commentary as to what we should pay attention to.

CIO Survey Questions

Vision 2023 CIO survey

1. Your department, agency or state entity

What's the size of your department, agency or state entity?

- ❏ Less than 700 people total
- ❏ 700–1,000 people
- ❏ 1,000–5,000 people
- ❏ 5,000 or more people
- ❏ Other:

Your overall IT budget is

- ❏ Enough to get ahead
- ❏ We are keeping afloat

- ❏ We are falling behind
- ❏ Other:

2. When you have to make difficult prioritization decisions, how important are the following aspects to a project? * Please check at least one per column/level of importance.

1 (Least important) 2 3 4 5 (Most important)

Delivering what was planned, on schedule, within budget

Incorporating user research, and feedback into the process

Relying on tried and true COTS products over custom software

The technology solution solves business problems

That our team can maintain and continue improving it

A critical system bug is found on Monday. How long does it normally take to fix? *

- ❏ The same day
- ❏ A day or two
- ❏ Within a week
- ❏ Within a month Longer than a month I don't know

Roughly how many people are involved in putting a fix like that into production?

- ❏ Fewer than 5
- ❏ 5–10 people
- ❏ 10–20 people
- ❏ 20 or more people
- ❏ I don't know
- ❏ Other:

The CDT IT Project Delegated Cost Thresholds that affect you are

- ❏ Too low to be useful
- ❏ About right
- ❏ Too high
- ❏ Other:

The DGS Purchasing Authority Approvals for IT that affect you are

- ❏ Too low to be useful
- ❏ About right
- ❏ Too high
- ❏ Other:

These DGS/CDT procurement vehicles are successful
Never / Rarely / Occasionally / Often / Always / Don't know

_____ DGS California Multiple Awards Schedule (CMAS)

_____ DGS Cooperatives (e.g. Microsoft SCA, NASPO ValuePoint)

_____ DGS IT Master Service Agreement (IT MSA) for Consulting

_____ DGS Mandatory Statewide Contracts (SC) for IT Hardware and Software

_____ DGS Software Licensing Program (SLP and SLP PLUS)

_____ CDT Vendor-Hosted Subscription Services (VHSS)

These solicitation processes are successful

Never / Rarely / Occasionally / Often / Always / Don't know

_____ Competitive Request for Quote (RFQ) Competitive Invitation for Bid (IFB)

_____ Informal Request for Offers (RFO) using best value

_____ Competitive Request for Proposal (RFP)

_____ Request for Innovative Ideas, or Challenge Based Procurement (RFI2)

Is there anything you'd like to add about how procurement could be changed in the next 12 months to improve outcomes?

The project approval lifecycle (PAL)

Never / Rarely / Occasionally / Often / Always / Don't know

_____ Leads to making better scoping decisions

_____ Leads to making better development and implementation decisions

_____ Encourages problem solving

_____ Is consistently applied

_____ Improves subsequent projects

_____ Improves outcomes for users of a system Is too complicated

_____ Reduces the cost of delivery Decreases the time to delivery

The oversight process

Never / Rarely / Occasionally / Often / Always / Don't know

_____ Leads to higher quality

_____ Encourages problem solving

_____ Is consistently applied

_____ Improves subsequent projects

_____ Improves outcomes for users of a system Provides practical recommendations

In your experience, the following factors improve outcomes

Never / Rarely / Occasionally / Often / Always / Don't know

_____ CIO / IT ownership and accountability

_____ Program / business ownership and accountability

_____ Holding vendors to account in practice Support from CDT

_____ Support from Finance

_____ Support from your executives

_____ Support from the legislature

Is there anything you'd like to add about how the project approval or oversight process could be more valuable to you?

When I need to find technology policy, rules, regulations and requirements

Never / Rarely / Occasionally / Often / Always

_____ It is easy to find the information I need

_____ The content is easy to understand

_____ The content is too detailed

_____ The content is not detailed enough

_____ The content makes clear what to do next The content is accurate

_____ The content is up to date

Rank the priority of developing these skills over the next three years

1 - Least important 2 3 4 5 - Most important

_____ Making decisions based on end user outcome

_____ Collaborating in realtime

_____ Making decisions with data

_____ Research and problem solving Delivering regular, frequent improvement

8. How might we...?

For each of our objectives, what are ambitious and achievable actions or goals your department could accomplish? (open-ended answers)

- ❏ Putting people first: one year
- ❏ Putting people first: three months
- ❏ Making regular, rapid progress: one year
- ❏ Making regular, rapid progress: three months
- ❏ Investing in solid foundations: one year
- ❏ Investing in solid foundations: three months

What is one centralized, shared service you would immediately switch to if you could trust it?

In the next year, the highest value area for us to focus on is

- ❏ Delivering a trusted, cost-effective state-wide shared service
- ❏ Clear, actionable and useful enterprise architecture guidance
- ❏ State-wide prioritization of technology investment
- ❏ Cybersecurity policy and implementation
- ❏ Faster, clearer, lightweight project approval
- ❏ Consistent, actionable oversight
- ❏ Developing skills in user-centered design and product management
- ❏ Stabilizing critical services
- ❏ Making improvements to production systems regularly and rapidly